

Project Managers' Advisory Group

MINUTES January 24, 2011

Attending:

(* = by phone)

Bob Giannuzzi	EPMO
Kathy Bromead	EPMO
Janet Stewart	EPMO
Charles Richards	EPMO
Jesus Lopez*	EPMO
Valerie Maat*	EPMO
Alisa Cutler*	EPMO
Linda Lowe*	EPMO
John O'Shaughnessy*	ITS
Lucy Cornelius*	DPI
Barbara Swartz*	DHHS DPH
Jim Finley*	DHHS DPH
Gary Lapio*	DHHS DIRM
Karen Guy*	DHHS DIRM
Deanna Perry*	DHHS DIRM
Vicky Kumar*	OSC
Sarah Joyner*	ESC
Lawrence Sanders*	ESC
Jodi Bone*	ESC
George Fenton*	DOJ
Lloyd Slominsky*	Dept. of Corrections
Cheryl Ritter*	DOT
Chris Cline*	NCCCS
Colleen McCarthy*	SOS

Bob Giannuzzi welcomed everyone to the meeting. Jim Finley was introduced as a first time attendee.

Bob solicited and received approval of the December minutes.

Jesus Lopez announced that Anita Ward has passed the PMP exam. Congratulations, Anita!

Bob reported that PMI will be updating the PMP exam effective 8/31. Go to <http://www.pmi.org/Certification/Project-Management-Professional-PMP/Updates-to-PMP-Certification-Exam.aspx> for details. Jesus reported that the EPMO needs to reconsider whether to have a spring PMP Exam Prep Class given the impact on training material caused by this planned revision.

Bob reminded the group of free webinars (PDUs) available through the various PMI Communities of Practice (COPs) available to members only. Members must first sign in and navigate their My PMI link to Chapters and Communities. Each COP of interest requires a

separate subscription. Once subscribed, members get info on webinars, real time and recorded.

Bob reported the following upcoming events at NCPMI:

NCPMI Venue	Speaker	Date/Topic
General Membership	Vicky Kumar	<u>February 17</u> (6:00 PM) Project Managers As Creative and Innovative Leaders
Public Sector LIG		<u>February 3</u> (6:00 PM) Business Process Modeling and Analysis
PMO Committee		No meeting scheduled
Leadership Committee	Vicky Kumar	<u>February 10</u> (5:30 PM) Essential Leadership Skills for Project Managers
Information Systems Committee	Andrea Herzich and Lyn Adkins	<u>February 7</u> (5:30 PM) Value of PM and PMP from an HR Perspective
Free Webinar		<u>February 18</u> (12:00 PM) Communications and Negotiations

Kathy Bromeard gave a presentation on *Duplication of IT Capabilities* (attached to distribution of these minutes), in which she cited Section 6.9 of the budget statute that calls on the SCIO through the EPMO to adopt measures to avoid the duplication of information technology capabilities and resources across State agencies. The process is described as well as a link to the SCIO's January report to the legislature.

The progress of the EPMO work groups was discussed next.

- **SDLC** to address integration of alternate SDLCs (e.g., Agile) into the current process/workflow. Linda Lowe reported that the group met with Doug Banich of Enterprise Architecture and John Scanlon and Brian Layh of ITS service management to review their efforts. A draft of the proposed workflow is slated for March.
- **Agency Procurement** to develop a common (within agency) procurement process. Lucy Cornelius and Kathy reported that the final process document will soon be available for PMAG review.
- **Business Case** to develop guidelines and provide training on justifying projects based on cost/benefits analysis. Bob reported that the group is reviewing a framework and guideline document drafted by the Methodology Task Group. The group will focus on cost/benefit analysis templates and eventually training.

Alisa Cutler reported on Methodology Task Group activity. She thanked DOT for identifying an error on the Financial & Staffing Plan template that's since been corrected. Besides work on

updating the O&M Transition Plan documentation and developing a DR checklist, the group is looking to improve the RACI template.

Charles Richards reported that he held a session of Status Reporting training as an AdobeConnect webinar on 1/19. Janet Stewart advised that New User training is scheduled for 2/2. APM training will be held 7/1.

Charles reported that except for an issue one day the previous week, feedback on PPM performance has been favorable since the VM environment was refreshed. Archiving of older completed projects is under consideration.

Kathy advised that the EPMO Value Proposition document is under revision and should be available for presentation at next month's meeting.

Lessons Learned from recently closed projects are included in the Appendix.

Meeting adjourned at 4:27 PM.

NEXT MEETING

Monday, February 21, 2011 at 3:30
333 Six Forks Road Conference Room 5 or (919) 420-1375

<https://its.ncgovconnect.com/r96139571/>

APPENDIX

Lessons Learned Documentation

Exhibit A

ESC - UI Appeals Hosted Service for the Integration of Digital Recording and Teleconferencing

Planning & Design Phase:

Topic	Lessons Learned
1. Project Approval Process	The original estimated schedule for the completion of the RFP and procurement

	processes was five months. The RFP and procurement processes took eleven months to complete. Communications between the Project Team, ESC Purchasing and ITS Procurement Office were not efficient. It would be beneficial to future projects which involve RFP and procurement processes to have documented guidelines from ESC Purchasing and ITS Procurement.
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Execution & Build Phase:

Topic	Lessons Learned
1. Testing (test execution, verification & validation, test scripts, test cases)	The vendor was very responsive and proactive during testing and quickly addressed all issues.

Implementation Phase:

Topic	Lessons Learned
1. Managing Customer Expectations	UI expected the main frame information to be transferred directly to Clear2There. Additional steps had to be put in place to accomplish the secure FTP transfer. The final data transfer process was automated successfully. It would have been beneficial to have IS staff involved earlier in the process to facilitate the development of technical processes.
2. Training (user, admin, etc)	Clear2There facilitated Appeals processes to set up user accounts and to provide four days of user training. Manuals were provided by Clear2There.

General Comments:

Topic	Lessons Learned
1. Vendor Support	Clear2There continues to be responsive to Appeals staff as questions arise

Exhibit B

ESC - ES Encryption of Staff and Partner PCs and Career Resource Center (CRC) Upgrades

Planning & Design Phase:

Topic	Lessons Learned
1. Staffing Plan	ESC IS staff and contractors from a previous project were utilized to complete the encryption of the ES PCs and the replacement of the CRC hardware.
2. Project Schedule / Milestones / Project Planning	The project schedule utilized for the ES PC replacement was utilized for scheduling the field office ES PC Encryption visits. The experience gained from the previous project was benefited this project and made scheduling almost effortless.

Execution & Build Phase:

Topic	Lessons Learned
1. Project Communication	The project coordinator provided communications with the field offices prior to onsite visits and updated communication with the offices as appropriate.
2. Pilot	The three site initial pilot testing took two weeks longer than expected. Resources

	pulled together to resolve an issue discovered during the pilot site testing.
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Implementation Phase:

Topic	Lessons Learned
1. Managing Customer Expectations	Field office staff and ES management staff were familiar with the site visit and PC upgrade processes. A project to replace the ES field staff PCs was recently completed by the ESC IS and contracting staff. The field office staff was notified of contractor site visits and was prepared for the installation of the encryption software and CRC hardware upgrades. The project coordinator also made arrangements to assist users with additional computer issues during the site visit.
2. Resource Management (internal & external resources)	Contractors were familiar with the field office locations and managers from a previous project. The contractor project coordinator set a schedule and planned work based on a previous project. Overall work was completed ahead of schedule.

General Comments:

Topic	Lessons Learned
2. Overall	The entire project went smoothly and was completed ahead of schedule. The project teams experience gained from the ES PC replacement project significantly contributed to the success of project scheduling, communications and implementation.

Exhibit C

DOT - DMV Commercial Drivers License (CDL) 2009 Improvements

Execution & Build Phase:

Topic	Lessons Learned
1. Development / Build	Make sure DB51 database maintenance is applied before recompiles and production implementation is done. The programs in the CICSNCMW region are recompiled when the programs are moved from client to prod.
2. Testing (test execution, verification & validation, test scripts, test cases)	External groups may require more lead time for testing. (For example CRASH) There were recompiles to three of their modules. CRASH has very rigid test requirements and lead times.

Exhibit D

DHHS - Electronic Services System Replacement Procurement

Initiation Phase:

Topic	Lessons Learned
1. Procurement Plan (procurement strategy....build vs. buy)	A Request for Information (RFI) provided the three division business leaders' information to strategically decide it was more cost effective to "buy" a COTS solution. DHHS requested four vendors to provide a high level demonstration of their proposed application, which enabled the project sponsors to make a tactical business decision. (Was the RFI part of the Procurement Project or the Pre-Project Planning Project? A Request for Proposal (RFP) was issued to select a vendor to implement a COTS solution to meet the three divisions' business needs. Two vendors who submitted proposals provided demonstrations of their solution which resulted in selection of the vendor to implement their COTS solution.

Planning & Design Phase:

Topic	Lessons Learned
1. Project Approval Process	The RFP approval process took longer than originally planned. Additional time needs to be built into the project schedule in order to allow adequate time for both internal and external reviews of RFPs and for proposal evaluation, vendor selection, and approvals to contract. Due to competing priorities, legal review required longer than originally planned. Also, internal and external approvals to issue the RFP took much longer than originally planned. Planning for such delays would result in improvements in project management.
2. Managing Customer Expectations	A project team was established which consisted of a point-of-contact (POC) from each of the three business divisions. Each POC acted on behalf of each business division. The project's core team consisted of each POC along with the Project Manager and Business Analyst. This was an effective means to ensure that management in each of the divisions was updated continuously and involved in decision making. This also resulted in the divisions' expectations being addressed appropriately and that business needs were the main drivers in the decision making process.

Exhibit E

ITS - CGIA NC OneMap Refresh Preplanning

Initiation Phase:

Topic	Lessons Learned
1. Business Case / Project Charter	Initial Business Case and Charter were what we thought we would do. This changed with time as the project progressed (see Change Request #1).
2. Procurement Plan (procurement strategy....build vs. buy)	No purchases during this project. Did issue an RFI though.
3. Project Approval Process	Approval process takes longer than you think it will (took 23 calendar days). (PM submitted Gate 1 approval on 7/26/01 and it was finally approved by the last statewide approver on 8/18/01. This project did not require SCIO approval due to dollar limit under \$500K. Had it been a larger project, approval would have been even longer.)
4. Managing Sponsor Expectations	Communicate often with sponsor to ensure expectations are met.
5. Managing Customer Expectations	It was hard to stay in touch with the NCOM user community. GICC has an existing committee and overall organizational structure to reach users. We used it to tap local, state and federal government users. We did not do a good job of tapping the private sector in this project. In future NCOM projects, need to revisit best way to get stakeholder involvement of so many users in such geographically distributed areas. Possible implications to GICC committee structure as well?

Planning & Design Phase:

Topic	Lessons Learned
1. Updated Business Case	Business Case for this project did not change – we did however produce a Business Case for a follow-on project. Worksheet II information and other project deliverables were a good jumping off point to complete this deliverable. We combined several other deliverables here too to simplify the overall effort and

	still meet the project's needs.
2. Updated Budget	Do not undertake a project that has no funding unless you are willing to get whatever results you end up with in the end. We actually accomplished an incredible amount in a brief time (6 months May-Nov.)
3. Risk Management	We experienced core team member turnover and several other risks during this project.
4. Issue Management	There were not too many critical issues on this project. We did have to juggle core team member availability – which was scant. We had to cover for each other when things started to slip through the cracks and one or more leads could not cover commitments (due to turnover and lack of time to spend on the project). The team took up the slack and we moved ahead despite obstacles.
5. Status Reporting (weekly calls, monthly M&O oversight meetings, quarterly GICC oversight meetings)	It was difficult to keep up with weekly call notes. Sometimes notes were late or combined. Would have been better to have more timely notes. Lacked time to do this though. <i>Do not under-estimate the amount of time it takes to document what happens on your project – especially during team meetings/calls.</i>
6. Staffing Plan	We did not have ANY dedicated team members. This made things tougher than they would have been with allocated and dedicated staff. If we had been able to use dedicated staff, we could have collected more and better requirements that could position us to move ahead with a more solid foundation.
7. Project Schedule / Milestones / Project Planning	If you start out behind, it is very difficult to catch up later, particularly with an “all volunteer army.” We were consistently running behind schedule. We did however meet the most critical project milestone (Expansion Budget Request).

General Comments:

Topic	Lessons Learned
1. Program and Project Definition	It is important to have a clear definition of the overall program that is being supported and the specific projects and sequencing underneath the overall program.
2. Business Case	Being able to articulate potential quantitative and qualitative benefits of the project is important early on. Benefits statements can drive prioritization of requirements for eventual implementation.
3. Staffing Plan	Dedicated staff is needed to accomplish the wide variety of tasks called for in the EPMO process. This includes project management, requirements gathering, technical design, preparation of documentation, outreach to the user community, and administrative/contractual/budgeting tasks.
4. Managing Customer Expectations	Clearly define the scope of the program and the projects within the program. Convey the scope to customer base. Compare with their expectations and provide status as program/project moves forward.
5. Requirements Gap	The NC GIS Coordinating Council and its committees are well suited to contributing to specification of business requirements. State, local, and federal GIS users are well represented among active members of the coordination structure. However, a large segment of users of NC OneMap and geospatial data are underrepresented in the coordination structure: users in private business and nongovernmental organizations. The impact on the specific business requirements is unknown.
6. Counterparts to NC OneMap in other states	A review of websites of other state geospatial organizations was instructive. Each state has a custom implementation of typical functions: data discovery, display, download and map services. None of the sites are off-the-shelf applications, but some of the design elements are worthy of adoption.
7. Request for Information	The information furnished by respondents was not as illuminating as anticipated. The lesson may be that an RFI preceding business requirements is likely to be hit or miss.
8. NC OneMap Technical Enhancements	Improvements to the NC OneMap functions and design need not wait for large investments. Improvements are limited without funding, but prioritizing and being agile in development is more viable than anticipated.
9. NC OneMap Quality	While revitalizing technology is important, the process of analyzing requirements, reviewing datasets, and talking to counterparts in other states highlighted the vital role of people in the quality of a clearinghouse/warehouse for public information.

	Participation of data producers, custodians and users is essential to make the collaborative approach to NC OneMap reach its potential. Shortcomings in participation reduce the quality and benefits of sites like NC OneMap no matter how good the technology and design.
10. Facilitated Sessions	For identifying business requirements, facilitated sessions are an effective alternative to regular committee and workgroup meetings.
11. Time	Staff time is clearly a limiting factor in defining specific functional requirements and engaging stakeholders. Another opportunity applies the same or similar methods next year or the year after would be beneficial to NC OneMap.
12. People and Process should lead Technology	The strength of partnerships and user participation are the true underpinnings of NCOM. They will determine the level of success. "People and process" should lead. "Technology" is just the tool for implementation.
13. Missed Private Sector User Input	A methodology for effectively gathering comments from the private sector would have included a significant set of users that were not captured through other means.
14. Difficulty Reaching Entire User Community	Comments provided by the survey were contributed by the same user group who typically always respond. The challenge is to engage the people who don't normally respond or currently participate and collect their needs and/or concerns. This would have ensured a much broader and comprehensive collection of statements.
15. Dedicated Project Management	Having dedicated project management keeps NCOM activities focused and driven
16. Comprehensive Requirements Gathering	The completion of a formal and comprehensive requirements gathering process prior to beginning the process of requesting funding would lead to more accurate cost estimates and efficient use of project dollars.
17. Motivated Team	The core team was composed of people with passion, energy and focus that made the project a success, despite its distractions and shortcomings. Motivation and hard work are key ingredients to making a project successful.
18. Sponsor Got What He Needed & is Satisfied	Dr. Lee Mandell (Project Sponsor) got what he needed and he has materials to use as content for future meetings and discussions with the Legislature. He is pleased with the outcomes of the project. Lee learned a lot and appreciates what it takes to get through the IT project process in state government now that this project is over.
19. Eliminate Borrowing from Other States from Options	We learned that other states do not have a silver bullet to hand over to North Carolina. Most states have cobbled their solutions together. There is no GOTS option ready to take and use.
20. Need for Project Management	This project experience reveals the absolute need for professional project management and the benefits it offers.
21. Future Work Better Understood by Doing Pre-Planning Project	We have an intelligent view by doing what's needed up front to define future project work. We have all learned so much that we didn't know before from completing a pre-planning process.
22. More Efficient to Get Through Process if You Already Know It	The project oversight and portfolio process is lengthy and takes time to do well. It is more efficient to get through the hoops if you know the process well. You can eliminate some of the unnecessary stuff up front to reduce overhead and get through more quickly.
23. Challenge to Get Through Future Pre-Planning Projects without Funding	The state often awards project funding to projects that have not fully done their homework. In the end, the state spends funds on some projects that never should have been funded in the first place. Sometimes more worthy projects lack seed money to get started. If the state could help fund help efforts like this one and undertake more pre-planning work – we could build better business cases, prune potential future projects and spend taxpayer dollars more effectively in the long haul.
24. Project Oversight	Future NCOM projects may opt to bring in private sector players into the core team and project oversight/governance model - even if the GICC governance structure can only be tweaked slightly (due to statutory guidelines and limitations due to appointees, etc.)